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Second country cooperation framework for Angola (2001-2003)

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Introduction

1. The second country cooperation framework (2001-2003) was formulated following the extension of the 1997-1999 cooperation framework to cover the year 2000. The extension was required because of the unstable environment brought about by the resumption of hostilities at the end of 1998, which made difficult not only for UNDP, but also for other United Nations agencies and development partners, to proceed with medium- to long-term programming. Given the complexity of the situation and the depth of the discussions that followed the country review of October 2000, UNDP and the Government were unable to submit their new cooperation framework during the year 2001, as scheduled. Despite this longer than expected delay, the preparation of the new cooperation framework has allowed the Government to conduct exhaustive consultations with its main development partners, particularly the Bretton Woods Institutions as well as the European Union, which were simultaneously engaged in similar programming exercises.

2. The framework covers a period of three years - from 2001 to 2003. This time frame is justified by the need to allow the Government ample time to finalize its Poverty Reduction Strategy Paper (PRSP) and formulate its national medium-term development strategy, and will also allow for the preparation by the United Nations system in Angola of a United Nations Common Country Assessment and Strategy, leading to the harmonization of programming beginning in 2004.

3. The second CCF aims to support Angola's efforts to broaden its development focus to include medium- and long-term development needs in the more secure parts of the country, while continuing to effectively address emergency humanitarian and survival-related needs. The Government's goals for peace consolidation, democratization, economic liberalization and institutional reform are contained its 2001 Economic and Social Programme.

I. Development situation from a sustainable human development perspective

4. *Poverty and human insecurity.* The high level of poverty in Angola is reflected in the country's gloomy social indicators. It is currently ranked 146 out of 162 countries in the *Human Development Report 2001*, with a human development index of 0.422, characterized by an under-five mortality rate of 29.2 per cent and a life expectancy at birth of 42.4 years. Despite a per capita gross domestic product (GDP) $3,179 (purchasing power parity) thanks to a rich natural resource base, poverty is endemic, with almost 80 per cent percent of the rural population and over 60 per cent percent of urban dwellers living below the poverty line. The stagnation in the non-oil sectors of the economy along with rapid urbanization have resulted in extensive under-employment in urban areas. There are as yet no detailed studies on the unemployment situation, but estimates put it at around 45 per cent of the active population, with a higher rate among women than among men. HIV/AIDS may seriously aggravate the poverty situation, with more than 189,000 adults estimated to be living with HIV/AIDS at the end of 1999, 56.6 per cent of whom are in the most economically active age groups. The adult prevalence rate is projected to rise from 3.8 per cent currently to over 10 per cent by 2009. Vulnerability and insecurity further manifest themselves in the over 3 million internally displaced people that depend entirely on emergency humanitarian assistance for survival, and the extensive infestation of agricultural land by landmines and unexploded ordnance, which are responsible for some 200,000 physically disable people. The humanitarian situation is further compounded by inadequate access to internally displaced persons (IDPs) by humanitarian agencies, and limitations to resettlement owing to security problems and shortages of land, all of which are due to the continuing armed conflict and the security problems arising from it.

5. *Economic performance.* Despite its abundant natural resources, prolonged armed conflict has adversely affected Angola's economy. Output per capita is among the world's lowest and the war has destroyed many of the country's power facilities, with predictable consequences on economic activity, notably in the industrial sectors. Agriculture, a key productive sector, has been the sector most ravaged by the conflict, with production in most of the country falling to a subsistence level, with little or no marketable surplus, thus leaving the economy essentially dependent on the oil sector. Oil production and its supporting activities accounted for 58 per cent of GDP in 1996, 50 per cent in 1997, 44 per cent in 1998, and 61 per cent in 1999, with fluctuations largely dictated by corresponding fluctuations in oil prices. Positive growth in the oil sectors stands in sharp contrast to the non-oil sectors, which recorded declines of 11.5 per cent and 3.1 per cent in production in 1998 and 1999, respectively.

6. *Promoting good governance.* In 1987, Angola decided to move from an excessively centralized socialist planning

economy to a market-based economy, which was put into operation through its affiliation to the Bretton Woods Institutions in 1988. Efforts have been developed to ensure a gradual transition through public sector reforms. However, the state structure remains extremely centralized, and this situation needs to be addressed. A Government-UNDP study of the macro-structure of the central administration issued in 2000 revealed a series of structural weaknesses in the public sector including: (a) the excessive concentration of administrative responsibilities in the central services; (b) the excessive rise in the number of ministries linked to the Lusaka-mandated Government of Unity and National Reconciliation process, as well as in the number of financially autonomous government bodies, 77 per cent of which relied totally on the state budget, and 46 per cent of which had no financial control mechanisms as required by law; (c) the lack of financial control and budgetary discipline; (d) an organizational state structure unsuited to policy formulation and implementation; and (e) lack of motivation and rational human resource management systems.

7. *Environmental protection.* Angola suffers from a number of environmental threats to its rich natural resources, including: (a) deforestation, with an estimated contraction rate of up to 450 square kilometres per year; (b) reductions in biodiversity due in large part to exploitative human activities, such as poaching, burning of woodlands, the high demand for fuel wood, and high concentrations of IDPs and resident populations; (c) increasing water resource scarcity despite the existence of many rivers and wetlands; (d) water pollution as a result of soil erosion; (e) soil erosion as a consequence of population pressures and the overuse of pasture lands; (f) desertification; and (g) risks of over-fishing and possible offshore oil pollution. Many international environmental agreements have been signed and ratified, and efforts are ongoing to formulate a National Environmental Action Plan as well national strategies covering major environmental sub- sectors such as biodiversity. However, there is a dearth of environmental baseline information, which the Government intends to resolve through an in-depth study of the state of the Angolan environment.

8. *Promoting gender equality.* Women represent 54 per cent of Angola's population, but only 16 per cent of the total number of deputies in the National Assembly, 40 per cent of the total staff in the Civil Service, and 15 per cent of Ministers. In the social sectors, there are significant indications of feminization of poverty. Women make up 52.5 per cent of the illiterate population; only 46.8 per cent of girls in the 5 to 18-year-old age group were in school in 1996 as opposed to 53 per cent of boys, while women, children and old men make up 80 per cent of the internally displaced population. The national framework for the implementation of the Beijing Platform for Action is the *Strategic Framework Programme for Gender Promotion until the Year 2005*, formulated and adopted by the Government in 2001, which will be implemented under the coordination of the Ministry of Family and Women's Affairs. The multisectoral and multidisciplinary nature of the strategy means that strategic partnerships with all sectors of the Angolan society will be needed for its successful implementation.

National strategies for promoting sustainable human development

9. *Strengthening economic performance and combating poverty.* Despite its prolonged armed conflict, Angola has sought to strengthen its relations and its credibility with international finance institutions as well as to promote institutional and structural reforms. In 2000, progress was made in terms of achieving some of its macroeconomic goals, particularly in terms of reversing the trend of widening budget deficits, hopefully leading to positive balances. However, the country still has a long way to go to meet the desired levels of economic performance, despite efforts already made with regard to the analyses of the oil sector, monetary and fiscal policy, reform of the banking sector, revision of the subsidization structure, and privatization. A number of technical studies and analyses will be needed to determine the optimum conditions and standards for meeting the Government's own objective in this regard, while the sectoral ministries responsible will need to improve their technical capacities and set up the management, information and monitoring systems needed to ensure transparency and sustainability of results.

10. The Government is currently reflecting on a coherent framework for moving beyond the current near-exclusive emphasis on humanitarian assistance to more sustainable development planning, starting with its ongoing efforts to formulate a medium-term development plan. In the meantime, the Government has formulated a transitional Economic and Social Programme for the year 2001. This programme envisages a real GDP growth rate of 3.4 per cent, with emphasis on promoting the non-oil sectors of the economy and reducing the annual inflation rate from

300 per cent in 2000 to 75 per cent in 2001. It also sets a number of targets for macroeconomic reform, infrastructure investments, and productivity. To reach the targets the Economic and Social Programme requires a number of institutional objectives, including a redefinition of the role of the State, improvements in its capacity to deliver services through a well-managed and transparent Public Administration, and undertaking effective administrative deconcentration and decentralization.

11. *Promoting peace, security and reconciliation.* Putting an end to the armed conflict, making a sustained effort to consolidate the peace and promote national reconciliation, and undertaking sustainable demining constitute a prerequisite for effective sustainable development action that would benefit the poorest segments of Angola's population, particularly the extremely vulnerable and insecure IDP population. To reach this goal, the government has laid out its proposals to achieve peace in the short term. The plan includes: (a) continued reaffirmation of the validity of the Lusaka Protocol; (b) implementation of an amnesty programme based on the amnesty law promulgated in November 2000; (c) scheduling of general elections; and (d) creation of a Fund for Peace and National Reconciliation to facilitate the resettlement and reintegration of demobilized combatants.

II. Results and lessons of past cooperation

12. Development Assistance Committee figures show disbursements of bilateral and multilateral official development assistance (ODA) averaged $298.3 million for 1990-1992, $387.6 million for 1996-1998 and $387.5 million for 1999. ODA has remained along these lines, notwithstanding evolving needs, and has largely targeted the social sectors. Between 1990 and 1999, the major donors were bilateral partners, who accounted for 58.9 per cent of total disbursements, with nearly 44 per cent provided by European Union members. Multilateral ODA including from the United Nations, accounted for 40.9 per cent. In the meantime, total humanitarian assistance for Angola in 2000 was $159 million, $137.17 million of which was provided through the United Nations Consolidated Appeal. Major donors included the United States (24 per cent), Sweden (6.57 per cent), Norway (6.48 per cent), Germany (3.49 per cent), Netherlands (3.35 per cent), and Canada (2.94 per cent), as well as multilateral, non-governmental organization (NGO), and other sources.

13. The key lesson learned over the years with regard to ODA in Angola remain the fact that it will be very difficult to effectively coordinate ODA to Angola and integrate it fully into its development process without a return to peace and without a national medium and long-term development vision and plan for the country. As the aid disbursement figures further indicate, some donor assistance pursues both humanitarian and medium-term goals, and it will be necessary to coordinate and strengthen the developmental aspects of such aid, notably through ongoing discussions with the Bretton Woods Institutions, as well as through the formulation of the Poverty Reduction Strategy Paper and related strategies. Such efforts do, however, need to be complemented by capacity-building within the Government for effective aid coordination, and by the strengthening of more structured development policy dialogue and resource mobilization frameworks such as the Roundtable process.

A. Key results

14. The first CCF for Angola (1997-1999), subsequently extended to 2000, sought to address three closely related themes: (a) assistance to post-conflict activities such as mine action and the integration of demobilized combatants; (b) poverty reduction through the strengthening of poverty monitoring systems and community rehabilitation and empowerment; and (c) promotion of good governance through improved economic management, state modernization and institutional reforms. The country review, conducted in October and November 2000, concluded that the three themes had been well conceived and relevant to the situation in Angola and that the CCF had enjoyed wide donor support, especially through the UNDP Trust Fund, which had received additional donor funding of $31.1 million.

15. In the area of community empowerment, the United Nations Volunteer programme, which targeted youth and women, was viewed as an important contribution to the gender policy debate and to the consolidation of peace building at a grassroots level, while the Community Rehabilitation Programme (CRP) helped to ensure a minimum of functional capacity in many of the municipalities that had virtually stopped functioning as a result of the war. Nonetheless, the inability of the CRP to adapt to a rapidly worsening security situation, coupled with heavy administrative costs, left it with very limited funds for the direct community programmes that had been its intended targets. The country review recommended that the programme be restructured to better integrate it within national institutions.

16. A key area of intervention linked to post-conflict support was mine action. Initial United Nations, and later, UNDP support was essential for the establishment of the National Institute for Mine Action (INAROEE), but the programme's effectiveness was limited because of inadequate UNDP inputs, and INAROEE's emphasis on field operations at the expense of its mandate to provide effective coordination among mine action partners. The country review concluded that mine action, the reintegration of ex-combatants, and similar post-conflict issues are still important to consolidate the peace process, and recommended that UNDP and the Government, together with other partners in this sector, review these experiences, and rethink related capacity-building strategies.

B. Lessons learned

17. The reasons identified by the review mission for the success of the institutional reform programme and other stand-alone support activities referred to above were their capacity to concentrate on the core capacity-building tasks in their areas of intervention, their proper integration into related institutional frameworks, the excellent quality of national and international experts, and motivated national counterparts. As for the programmes that showed the most weaknesses and achieved the least results, their shortcomings were attributed to inadequate national ownership, the worsening security situation, slow, bureaucratic and costly execution strategies by some executing agencies, weak UNDP country office management and project design capacity, and poor monitoring and evaluation compliance.

18. Among the key lessons learned from the successes and shortcomings of the 1997-2000 CCF and emphasized during the country review process were: (a) the need for UNDP to move away from implementing stand-alone projects with no upstream linkages to broader development policies and strategies; (b) the need to ensure national ownership of all UNDP-supported initiatives and to ensure effective national leadership in formulation and implementation processes; (c) the need for UNDP to strengthen its programme and project design as well as its managerial and substantive capacities; (d) the importance of developing broad-based information systems on past and ongoing policy initiatives and partnerships to serve as a basis for analysis and learning; (e) the need to adapt all capacity-building initiatives to the real needs of counterpart institutions and beneficiary communities; and (f) the importance of incorporating meaningful flexibility into UNDP-supported activities, so as to respond in fast and effective ways to national policy-related support needs and, where necessary, adjust to the volatile security situation in the country.

III. Objectives, programme areas and expected results

19. In light of the foregoing analysis, experience and lessons, the Government of Angola recommends that UNDP support for the 2002-2003 period focus on creating the proper policy environment needed to facilitate the country's progress towards medium- and long-term development, while continuing to address pressing humanitarian concerns. In terms of the specific areas of concentration, UNDP will support national efforts in: (a) poverty reduction and the elimination of extreme poverty, through monitoring mechanisms and community empowerment, including the fight against HIV/AIDS; (b) promoting and strengthening participatory governance institutions, processes and practices; and (c) improving human security to create an enabling environment for post-conflict recovery and the management and protection of natural resources. Gender equality and the promotion of information technology for development will be cross-cutting themes. Given the bridging nature of the CCF, enough flexibility will be maintained in order to enable the exploration of new thematic areas, such as justice reform, that could emerge as priorities.

20. The overall strategy is based on the renewed emphasis of UNDP on upstream strategic policy support and capacity-building in the thematic areas identified, with a view to broadening the knowledge base for policy formulation and implementation. To increase the chances of success of the policies and strategies proposed, it will also be necessary to undertake a limited number of downstream pilot projects that are directly linked to clearly defined policy initiatives. The sustainability of the approach can only be guaranteed by ensuring effective national ownership of all UNDP-supported initiatives through direct government leadership and broad-based consultations with all segments of Angolan society on all policy issues that are likely to have an impact on their lives. In view of the cross-cutting and multidisciplinary nature of the areas selected by the Government for UNDP support, it will be essential to build strategic partnerships with all key actors and stakeholder groups, with particular emphasis on NGOs, community-based organizations, and other civil society and private sector actors, as well as

United Nations agencies and the donor community. Partnerships with NGOs and civil society will entail networking and capacity-building for those NGOs and civil society organizations involved in UNDP-supported activities, as well as broad support for policies aimed at strengthening NGOs in general.

A. Poverty reduction and the elimination of extreme poverty

Expected outcome A.1: poverty reduction strategy formulated and being effectively implemented

21. The focus of UNDP support in this area will be on the creation of a policy framework for the elimination of extreme poverty and the reduction of overall poverty, in line with the internationally agreed targets reaffirmed in the Millennium Declaration, as well as on the definition of strategies to combat poverty. The main instrument chosen by the government for this purpose is the Poverty Reduction Strategy Paper (PRSP). The preparation of the interim PRSP is well under way at the time of the formulation of the second CCF, and it should be finalized by the end of 2001. A full PRSP is expected by 2002. UNDP support consists in strengthening the capacity of the Government, through the technical group created for this purpose, to ensure adequate familiarity with established PRSP principles, methodology and quality of analysis, and to undertake the widest possible consultation with all stakeholders, particularly the poor. Special emphasis will be placed on policy and programme development for employment-generating activities, including with respect to micro-enterprises in the informal sector, the main source of livelihood for the urban poor.

22. The outputs envisaged in this area will consist of recommendations to the Government on improving the quality of the documentation, thematic analyses and other studies in strategic PRSP-related policy areas, notably those linked to the creation of new productive employment opportunities, including micro-enterprise in the formal sector. Important activities will include assistance in the design of a consultation strategy, the presentation and adoption of a methodological approach and the choice of implementation modalities to be incorporated into the interim PRSP, aimed at facilitating consultations with all segments of Angolan society on the formulation of the full PRSP. The effectiveness of these outputs will ultimately be determined by the amount of resources eventually allocated by the Government and its development partners to achieving the medium-term goals of the PRSP.

Expected outcome A.2: comprehensive strategies to prevent the spread and mitigate the impact of HIV/AIDS

23. In this area, the challenges and constraints that the national programme must address include, among others, a lack of information systems, a precarious health and education network, and a purely public health as opposed to a development vision of the epidemic. Within the framework of the National HIV/AIDS Action Plan, as well as the Addis Ababa, Abuja, and United Nations General Assembly Special Session Declarations, and in close consultation with the other member agencies of the Joint United Nations Programme on HIV/AIDS (UNAIDS), UNDP will support the assessment of the socio-economic impact of HIV/AIDS. It will also contribute towards the development of a knowledge base on the epidemic through selective surveys, and will facilitate the incorporation of HIV/AIDS concerns in school curricula in collaboration with the United Nations Educational, Scientific and Cultural Organization. UNDP will also support advocacy to shift from a purely public health perspective on the epidemic to one that addresses related needs from a development perspective. Success will be measured through the number of schools that shall have incorporated HIV/AIDS concerns into their curricula, and through the effectiveness of the UNAIDS in-country advocacy activities, which will be reported upon annually by the UNAIDS Theme Group.

B. Promoting and strengthening effective participatory governance

Expected outcome B.1: national decentralization strategy formulated and being implemented

24. In this area, UNDP will assist the Government in creating the basic conditions necessary to undertake effective decentralization, starting with an in-depth analysis and comprehensive institutional evaluation of the prevailing situation at the local level, as a basis for the development of a strategy of reform of local administration and institutionalization of participatory local governance. The institutional evaluation will identify indicators, targets and orientations, allowing for a phased and gradual implementation of the strategy of administrative decentralization, including the rehabilitation of the basic services of the State at the local level and the strengthening of the institutional framework through the creation of

participatory subnational local governance entities with effective recognition of local traditional authority.

25. The expected results include: (a) the establishment of the institutional, legal and material conditions for local administrations to play their role, and a new distribution of competencies and powers between the central and local administration; (b) the identification of a legal framework for the transfer of responsibilities and functions to the new subnational bodies; (c) the definition of a new framework for the sharing of power and responsibilities between the central public administration and the new subnational bodies (local governance); (d) improved staff skills and reinforced planning and public investment services; and (e) the promotion of financial deconcentration and decentralization.

Expected outcome B.2: improved public sector efficiency, accountability and transparency

26. In conjunction with the planned assessment of local institutions and local governance, UNDP will support the implementation of the recommendations relating to: (a) the elimination of overlapping or duplication of roles between public institutions; (b) the establishment of criteria and standards for the review, rationalization, and the eventual privatization, integration or elimination of autonomous government bodies; (c) strengthening financial accountability and transparence in public sector institutions and including provincial government services; and (d) conducting feasibility studies on managerial, technological and financial sustainability of public institutions and corporations. Progress in all these areas will ultimately be measured through the extent of the elimination or integration of autonomous government bodies, and the percentage of public institutions and corporations certified by the Higher Court of Accounts or other audits and evaluation missions as cost-effective, sustainable, and meeting the mandatory financial control requirements.

Expected outcome B.3: improved institutional capacity for planning and for supporting community empowerment

27. In light of the lessons learned from implementing the Community Rehabilitation Programme, the Government requests UNDP support to enable: (a) the formulation of an appropriate community empowerment strategy as part of the overall poverty reduction strategy currently being formulated; (b) the definition of the institutional set-up and the assessment of the financial and human resources needed to implement such a strategy; (c) the strengthening of local capacities for development needs assessments, decentralized planning, programme and project implementation, and local ownership of community development initiatives; (d) the strengthening of institutional capacity at central and local levels of government to support, coordinate and evaluate community development initiatives, strengthen local community organization, and disseminate information on lessons and best practices among all stakeholders; and (e) the testing of, through pilot field-level initiatives, specific empowerment strategies and tools aimed at broadening productive employment and job creation opportunities.

28. At the national level, key outputs expected from UNDP support in these areas will include improved planning capacity for socio-economic recovery. In four provinces to be selected on the basis of security, need, local government commitment, and access, the outputs will include: (a) integrated, rolling provincial socio-economic recovery plans or programmes; (b) established and functioning coordination mechanisms and consultative participatory planning mechanisms; (c) improved provincial budget procedures; (d) partnership framework models for implementation by state, NGO and civil society actors at the local level; and (e) local economic development agencies. Annual reports from the Ministry of Planning and designated departments or divisions will describe results obtained at national and local levels in these areas, and success will be measured in terms of the Government's political will to invest in its strategy to promote decentralized planning and community empowerment. Such political will shall be demonstrated by the allocation of adequate human and financial resources to support implementation of programmes and projects identified within the framework of the rolling provincial plans, backed up by appropriate institutional implementation arrangements.

Expected outcome B.4: improved national capacity for aid coordination

29. The round-table process will constitute one of the formal mechanisms that the Government will use to consult with its development partners in the donor community to reach consensus on its development policies, with a view to mobilizing resources for their implementation. UNDP will help to build aid coordination capacity, starting with the setting up of user-friendly information systems and the technical capacity necessary to effectively fulfil coordination functions. This support will be provided in conjunction with continued coordination support from UNDP to the donor community as well as to the United Nations system, through the resident coordinator and

humanitarian coordinator functions, within the framework of the Secretary General's reform programme. UNDP support in this area will also build upon ongoing preliminary work being undertaken in collaboration with the European Union to collect and analyse aid disbursements for 2000.

Expected outcome B.5: increased public debate on sustainable human development

30. In recent years, UNDP has played an important role among the Government's partners in broadening the knowledge base and promoting dialogue and advocacy on sustainable development themes through *National Human Development Reports* (NHDRs) and related studies. Since 1997, three *National Human Development Reports* have been published, focusing on poverty, governance, and the role of civil society. The NHDR will be pursued as a tool for building consensus among national stakeholders in strategic policy areas, through independent and objective policy analysis and advocacy. UNDP will undertake to guarantee the independence, credibility, objectivity and proper dissemination of the report and of other related thematic studies and analyses that the Government will identify and which fall within the scope of the UNDP mandate. Towards this end, UNDP will ensure the widest possible consultations with the Government and other state institutions, United Nations agencies, NGOs and grassroots associations, academia, the private sector, organized religion, and international sources of expertise related to the themes being covered.

Expected outcome B.6: electoral process implemented

31. Within the framework of its peace and reconciliation plans, the Government has announced its intention to organize elections in the near future. The elections would be preceded by the finalization of the constitutional reform process and the approval of new electoral legislation. UNDP support will consist of working with the United Nations Electoral Support Division and other partners to assess the feasibility of the process, given the prevailing insecurity, providing technical support to the electoral institutions to be created, and supporting the Government's coordination role. UNDP will also work in close collaboration with civil society and donor partners interested in providing financial and technical support to the process. The main output will be the enhanced capacity of the said institutions, including the electoral commission, to oversee and support the entire electoral process, while the key indicators of the process will be the percentage of turnout and the extent to which the participating political parties accept the results of the poll once it takes place.

C. Improving human security for post-conflict recovery

Expected outcome C.1: expanded national capacity for mine action

32. The Government recommends that UNDP support to mine action during the second CCF build upon its past activities to support related information systems. It should strive to consolidate the mine action database and to facilitate coordination of mine action support and facilitate the dissemination of mine-related information to all partners, including specialized de-mining NGOs, United Nations system agencies, and interested donor partners. This information is crucial for the success of de-mining and mine-awareness campaigns. UNDP will also work in close partnership with interested partners within the United Nations system such as the United Nations Children's Fund and the United Nations Mine Action Centre, the donor community, and civil society, to support the implementation of the Ottawa process.

Expected outcome C.2: environmental concerns mainstreamed into all development sectors

33. UNDP support is needed to finalize and facilitate implementation of the National Environmental Action Plan, facilitate environmental coordination by the Government, formulate and support implementation of regional initiatives involving protection of border areas and marine ecosystems, facilitate national preparations for Rio+10, and conduct selective studies leading to the establishment of a detailed and well researched environmental profile of Angola. An important strategic output in this area will be the formulation of a national biodiversity strategy, in collaboration with the Global Environment Facility. Success in all of these activities will depend to a large extent on the establishment of strategic partnerships with all environment stakeholders, including key donors and industrial sector actors, whose commitment and support will be crucial in many areas of intervention, and the degree of incorporation of environmental and sustainable development concerns into the full PRSP. The availability of regularly updated environmental statistics, effective Rio+10 preparations, and the value of total investments in the environment sector relative to other sectors of development will be important indicators of progress.

D. Cross-cutting thematic area: promoting gender equality through mainstreaming

34. UNDP will work with other United Nations agencies that have specific gender-related mandates to support key advocacy, policy formation, and economic empowerment dimensions of this programme, with emphasis on promoting and strengthening the participation of women in Angolan political life, analysing and monitoring the feminization of poverty, through the establishment of gender-disaggregated statistics, and strengthening partnerships and networking with NGOs and other civil society organizations engaged in gender equality initiatives. Results will consist of studies, surveys and related advocacy activities at the national level. The important criterion for the success of these activities will be the willingness of the Government and of Angolan society as a whole to continue progress towards gender equality at all levels, especially in the political domain, where much progress can be achieved through the political will of national authorities. In this regard, the surveys and studies will demonstrate their usefulness by informing public debate on gender issues.

IV. Management arrangements

35. *Execution and implementation.* National execution and the programme approach have already been endorsed by the Government and are currently the preferred programme execution modalities for UNDP-supported programmes in Angola. UNDP and the Government will continue to build on successive audit recommendations as well as adapt existing national execution procedures to the national context, without compromising accountability and efficiency. In addition to the national execution modality, the Government and UNDP will also apply other flexible and cost-effective implementation modalities, such as direct execution by the UNDP country office, and third-party execution by United Nations agencies, NGOs, and private sector institutions that have proven managerial and substantive capacity in the areas concerned. In this process, due consideration will be given to fostering increased technical cooperation among developing countries, and to other flexible mechanisms such as the Transfer of Knowledge Through Expatriate Nations and the use of United Nations Volunteers. The sole criterion for the selection of implementing partners will be their proven technical quality, flexibility, timeliness and cost-effectiveness. Towards this end, a policy support facility will be established to guarantee flexibility and cost-effectiveness in the management of upstream policy advice.

36. *Monitoring, review and reporting.* Progress towards the achievement of results will be monitored within each strategic area of support, using established UNDP results-based monitoring and evaluation procedures. At the level of the CCF, an annual review will be conducted at the end of 2002, to determine progress as well as issues affecting implementation and the attainment of expected results. Given the fact that the CCF is designed as a two-year programme, the review will also focus on the prevailing social, political and economic environment, in order to assess the timeliness of embarking on a medium-term programming exercise. Depending on the outcome of the annual review, a timetable will be established to start consultations on a medium-term CCF that would begin in 2004, and on the harmonization of programming cycles with the United Nations system.

37. *Resource mobilization.* The total amount of core resources needed to finance the achievement of the objectives of this cooperation framework is $21.3 million. Assuming that there is no carry-over from 2001, it is estimated that a total of $5.6 million is already available as UNDP core resources, while another $10 million is expected to be allocated as additional contributions from UNDP at a later stage, based on quality programmes, and by bilateral donors who have already indicated their willingness in principle to contribute financially to specific strategic areas of support. The remaining $5.7 million will have to be mobilized by the Government and UNDP from national and international sources.

38. Towards this end, the Government and UNDP will consult regularly with development partners on the relevance of CCF goals, incorporating their concerns where they are relevant to national priorities, and ensuring that management systems are in place to manage donor contributions. Projects and programmes benefiting from donor contributions will incorporate adequate flexibility in management arrangements, and will ensure that reporting requirements are met in a timely manner. In addition, the UNDP country office will strengthen its relations with other sources of funding, including the Bretton Woods Institutions and other bilateral sources whose aid programmes include medium- to long-term objectives, and will make its services available to the Government upon demand to facilitate implementation of externally-funded programmes. Furthermore, each project or programme will have built-in strategies for resource mobilization through appropriate partnerships.

Annex

Resource mobilization target table for Angola (2001-2003)

Source	*Amount (In thousands of United States dollars)*	*Comments*
UNDP regular resources		
Estimated carry-over	140	Includes AOS.
TRAC 1.1.1	5 472	Assigned immediately to country.
TRAC 1.1.2	0 to 66.7 per cent of TRAC 1.1.1	This range of percentages is presented for initial planning purposes only. The actual assignment will depend on the availability of high-quality programmes. Any increase in the range of percentages would also be subject to availability of resources.
SPPD/STS	938	
Subtotal	**6 550**[a]	
UNDP other resources		
Government cost-sharing	-	
Third-party cost-sharing	9 556	
Funds, trust funds and other	8 900	
	Of which:	
GEF	700	
IHDP and APPI	7 000	
BP-AMOCO	1 200	
Subtotal	**18 456**	
Grand total	**25 006**[a]	

[a] Not inclusive of TRAC 1.1.2, which is allocated regionally for subsequent country application.

Abbreviations: APPI = Anti-Poverty Partnership Initiative; BP-AMOCO = British Petroleum; GEF = Global Environment Facility; IHDP = Integrated Human Development Programme; SPPD = support for policy and programme development; STS = support for technical services; and TRAC = target for resource assignment from the core.